

Tafarn gymunedol

SUN INN, ERYRYS

Community pub



Business Plan - 2026

This Business Plan forms the basis of the Share Offer by which the members of the community and the wider public are invited to support the Sun Inn Community Pub Ltd to lease the Sun Inn, Eryrys, as a community asset.

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OUR MISSION, AIMS AND OBJECTIVES

Mission - To lease the Sun Inn, Eryrys and raise sufficient funds to provide a financial reserve and fund the start up costs, thereby ensuring the Sun Inn is sustainable as a community pub at the heart of our village.

Aims:

- 1) To lease the Sun Inn for the benefit of the community
- 2) To provide employment and volunteering opportunities for local people
- 3) To promote health and wellbeing by providing a welcoming social hub for the village complementing the adjacent Dewi Sant Community Centre
- 4) To support local businesses and Welsh culture by procuring supplies and services locally and by promoting the use of the Welsh language within the community

Objectives:

- 1) Raise sufficient funds through a share offer to provide a financial reserve that will mitigate any business risks associated with an unexpected downturn in trade
- 2) Create a team of people to manage the day to day operations of the Sun Inn Community Pub
- 3) Engage with and recruit local volunteers to maximise the hours of business
- 4) Expand the days and hours of opening to provide a warm and welcoming place for all, be it for work, meetings or social activities
- 5) Ensure that the Sun Inn Community Pub works closely with the Dewi Sant community centre to ensure that both facilities deliver maximum value to the community
- 6) Source local produce and services that reflect the traditions and pride of the Welsh community
- 7) Provide facilities to promote the Welsh language and culture through Clwb Diwylliant Y Sun (Sun Inn Culture Club).

1. Executive summary

1.1 Project summary

The Sun Inn has been operating as a village pub since the 18th century and is regarded with much affection by the local community. The pub is a very attractive stone building situated on the cross-roads in the centre of Eryrys directly opposite Canolfan Dewi Sant which was originally consecrated as St. Davids Church in 1863. The Church remained active until it was closed in the 1980s when an enterprising group of local residents worked to secure the building as a community centre. The Sun Inn and Canolfan Dewi Sant are the only social facilities in the village of Eryrys.

The current owner of the Sun Inn, Vicky Tommy approached members of the community in October 2025 to see if the community would be interested in leasing the Sun Inn including the flat above the pub. She did not want to sell the building but wanted to secure sufficient income so she could retire.

The steering group that drove the 2023 project to purchase the Sun Inn was reconvened and after serious consideration initiated discussions with Vicky Tommy. The steering group outlined the actions that they would have to take before they could consider the lease

proposal and these could not be completed before the end of 2025. The most important issue was to ensure that the wider community supported the idea of leasing rather than purchasing the Sun Inn and that they would be willing to pledge financial support to create a financial reserve. The second issue would be to become a Community Benefit Society and gain registration with the Financial Conduct Authority (FCA). The third issue was to recruit a team of volunteers to support the operational team.

Three very well attended public meetings have been held and the share offer pledge process was launched in December 2025. To date, pledges of over £30,000 have been received and over 20 people have expressed an interest in volunteering across a range of activities.

In January 2026 the steering group were informed that the Sun Inn Community Pub Ltd. had been approved and registered as a Community Benefit Society by the Co-operative Society and the FCA.

Our plan is to lease the Sun Inn on terms that are acceptable to the Community and run the pub with the existing staff and new volunteers. They will work under the guidance and supervision of the Management Committee of the Sun Inn Community Pub Ltd Community Benefit Society.

The flat above the pub will be run as either a holiday let/Airbnb or as a short term rental. The income for this will contribute to the payment of the lease.

1.2 Legal Structure

The Sun Inn Community Pub Ltd (SICPL) is a Community Benefit Society (CBS) and was registered with the Financial Conduct Authority, registration number 9695, on the 27th of January 2026. All the assets of the Society will be locked and can only be used for the benefit of the community. The CBS rules have been developed in line with best practice following the model rules of the Co-operative Society.

1.3 Management Structure

Our steering group consists of 13 members whose purpose is to manage the raising of funds to develop a financial reserve and develop plans to lease and run the Sun Inn. At the first Annual General Meeting (AGM) which will occur soon after the lease of the pub is signed, a new Management Committee of up to 12 members will be elected following the rules of the Society. Each shareholder is a member of the Society and is eligible to vote at the AGM. The newly elected Management Committee is responsible for carrying out the Business Plan of the Society for the benefit of the Community. Each member of the Management Committee will have a specific responsibility to cover the different areas of the organisation. The Management Committee will also have the responsibility of employing paid staff and recruiting the volunteers.

1.4 Operational Model

The Operational Management Sub Committee will have the responsibility for the day to day operational management of the pub including carrying out the Designated Premises Supervisor (DPS) duties for the selling of alcohol.

We intend to open the Sun Inn on Monday for drinks only, Wednesday and Thursday for drinks and bar snacks, Friday and Saturday for Drinks, bar snacks and meals and Sunday for drinks and Sunday lunch.

It has been agreed that the three part time staff currently employed at the Sun Inn will transfer to work for the Sun Inn Community Pub Ltd. In the short term, we will employ one of the current members of staff as Team Leader for 8 hours a week to undertake the purchase of food, rostering and other supervisory activities. This role will be reviewed at the end of six months. Bar service, kitchen work and waiting on will provided by the 3 paid members of staff plus the 8 hours of the Team Leader, bringing the total of paid hours to 51 hours a week.

To keep running costs to a minimum, we will recruit volunteer bar staff and cleaning staff to cover 50 hours a week. Volunteers will not be paid but we hope to recognise and reward their input by the use of Sun Inn food and drink vouchers after the first three months.

The letting of the flat will be managed by Sykes Holiday Cottages for the first year. This arrangement will be reviewed when the Community Benefit Society has gained experience in running the pub.

1.5 The Market

The current customer base is from Eryrys and locals living within a 3 mile radius. The population of Eryrys and surrounding areas (taken from the 2 Census Output Areas that covered Eryrys in 2021) is 398. There are also a large number of walkers and cyclists who visit the village to enjoy the lovely scenery and footpaths around the village. There has also been a boom in the number of holiday lets and camping facilities locally and visitors frequent the only pub around within walking distance.

There has been significant support for the Sun Inn to become a community pub with expanded services, recognising that the village has very limited social facilities and in the winter months the altitude of the village can often restrict travel, particularly when the snow falls. We will focus on inclusivity and participation through our dedicated website <http://www.suninncp.co.uk>, our FaceBook page, the village newsletter and engaging with the local press.

1.6 Future Developments

Feed back from the public meetings has identified that the community would like a wider range of activities in the Sun Inn. Suggestions include a knit and natter group, Mothers and Toddlers coffee mornings, a Saturday breakfast Club and visiting food vans. For the first three months it is intended to maintain a business as usual approach in parallel with refreshing the food offer.

1.7 Risks

The full risk analysis is in the Risk Management section of this document. The key risks are:

- We fail to realise the financial pledges
- The Community Pub fails to generate sufficient revenue from its operations. The 3 year plan is based on turnover, overheads and staff costs benchmarked with similar pubs and initial discussions with the current owner.

2. Introduction

This business plan describes the opportunity for the community of Eryrys and surrounding areas to lease the Sun Inn and run it as a community pub for the benefit of the local community and visitors.

The current owner of the Sun Inn, Vicky Tommy approached members of the community in October 2025 to see if the community would be interested in leasing the Sun Inn. She did not want to sell the building but wanted to secure sufficient income so she could retire.

The steering group that drove the 2023 project to purchase the Sun Inn was reconvened and after serious consideration initiated discussions with Vicky Tommy. The steering group outlined the actions that they would have to take before they could consider the lease proposal and these could not be completed before the end of 2025. The most important issue was to ensure that the wider community supported the idea of leasing rather than purchasing the Sun Inn and would be willing to pledge financial support to create a financial reserve. The second issue would be to become a Community Benefit Society and gain registration with the Financial Conduct Authority (FCA). The third issue was to recruit a team of volunteers to support the operational team.

Three very well attended public meetings have been held and the share offer pledge process was launched in December 2025. To date, pledges of over £30,000 have been received and over 20 people have expressed an interest in volunteering across a range of activities.

An added bonus to this proposal is the co-location of the Dewi Sant community centre. Running these two facilities together will provide massive benefits for local people and visitors coming to stay in this beautiful area.

This business plan makes a strong and compelling case for the benefits the Sun Inn, run as a community pub, will bring to local residents. There is also a strong financial case that the Sun Inn can be profitable based on an expanded food and drink offer and the use of Volunteers.

3. About Eryrys and the Sun Inn

Eryrys is a village in Denbighshire, located 5 miles south of Mold and 7 miles east of Ruthin. The village is 350m above sea level which makes it one of 3 villages in Wales competing for the highest village in Wales title. Bwlchgwyn near Wrexham is 341m high and has a pub and an active church (Eryrys does not have an active church and is part of the parish of Llanarmon-yn-Ial) and Garn-yr-Erw in south Wales is 390m high but has no church or pub.

The original name of the village was noted to be Tre-yr-Yrys in the 14th century with several sources indicating that the name was taken from Gyrys who made the first collection of Welsh proverbs. The name Eryrys (then spelt Erryrys) was first recorded in 1699 (source Parochialia Edward Lhuyd vol.1).

Eryrys was formerly a lead mining community and the earliest documentation of a lease for mining in Eryrys dates back to 1392. There were 3 lead veins in Eryrys, the Blaen y Nant vein, the Pant y Gwlanod vein and the richest of all the veins in this area, the Westminster vein. The Westminster vein was worked from the Nant shaft on White Sands half a mile from the Sun Inn and the Nant Engine House and chimney are still places of interest to walkers. These 3 lead veins were so productive that a school for the children of the miners, Nant School (Ysgol-y-Nant) was built close to Nant shaft although little remains today. It appears that the veins in and around Eryrys were mined continually from the 14th century albeit on a small scale although there were several boom periods in the 19th century. It was in this period that most of Eryrys was built because the local population (which might have included Graianrhyd) grew to over 1,000 people. Lead mining ceased in Eryrys in the 1930s with the shafts being capped in 1978.

There were also several quarries around Eryrys and a few are still operating today. Miners and Quarrymen did dangerous, difficult and thirsty work which could explain why Eryrys had 4 public houses through the 18th and 19th centuries, including the Sun Inn.

Eryrys has always been a farming community and in 1886 it was noted that there were 12 farmers in Eryrys however there are now only 6 farmers within the village.

The village has seen significant changes over the last 100 years. For most of the early 20th century there were 2 shops, 1 post office, 4 pubs, a church and a chapel. In the 21st century we have 1 pub, the Sun Inn, the Dewi Sant community centre, a visiting post office van for 30 minutes each week and 5 daily return bus journeys to Ruthin/Eryrys/Mold. We also have an excellent primary school in Eryrys (part of the Ysgol Bro Famau school) which has recently received a glowing Estyn report.

The village is in an Area of Outstanding Natural Beauty (AONB) which will become part of the Clwydian National Park in the next few years. We also have several Sites of Special Scientific Interest (SSSI) which are areas of land representing the area's natural heritage in terms of flora, fauna and geology and as such they are protected. Bryn Alyn (also an SSSI) is half a mile from the village and is acknowledged as the second largest limestone pavement in Wales.

The Sun Inn has been operating as a village pub since the 18th century and is regarded with much affection by the local community. The pub is a very attractive stone building situated on the cross-roads in the centre of Eryrys directly opposite Canolfan Dewi Sant. An early report on the sale by auction of the Sun Inn in 1882 describes "a freehold full licensed Inn called the Sun with Stables, Coach-House, Yard, Large Garden and other Appurtenances" which we believe included a forge) "together with 4 cottages and gardens". The advert also stated "the property is situated in the centre of a large mining area; 1 mine close by, is now in operation with good prospect."

The 4 cottages and other buildings were sold off over the years and today the Sun Inn has a bar and separate eating area, toilet facilities, a kitchen and an upstairs 2 bedroom flat which was refurbished to a high standard during the Covid lockdown periods. Outside

there is a small car park, a sheltered eating/drinking area, a storage area and lots of plants in pots to create a pleasant environment. The pub also has been awarded the level 5 hygiene standard.

There have been several owners and Landlords over the last 2 hundred years, some with dubious reputations for “permitting drunkenness” or unlawfully selling ale without a license. Those days have passed and the Sun Inn has been well run attracting local families and visitors alike. The Sun Inn has also run several fundraising charity events and has raised over £35,000 over the last few years. The owner has also been central together with the Dewi Sant community centre, in organising community events recognising national celebration days e.g. the Queens jubilee and the crowning of King Charles. Once rules were relaxed during the Covid pandemic, the Sun Inn also provided a food take away service which was very much appreciated locally.

3.1 Key Statistics and Assets

3.1.1 Population

Eryrys is a small residential area clustered around the cross roads of Village Road leading to School Lane, Eryrys Road towards Graianrhyd and Cae'r Odyn, the Nant and Old School Lane. The village is in an Area of Natural Outstanding Beauty (ANOB) which will become part of the Clwydian National Park in 2026.

The 2011 and 2021 Population Census has identified 2 Census Output Areas (COA) that cover Eryrys. The COA is the lowest geographical area that the Office of National Statistics publish Census data for.

The 2021 Census concludes that Eryrys has a population of 398 people, an increase of 39 over the last decade although this may be the result of the Census uptake rates. The data shows that 24% of the population are over the age of 65 and 16% under the age of 16. Fifty% of the population are economically active and 34% are economically inactive.

The Welsh language and its identity are at the heart of community. Approximately 15% of Eryrys inhabitants are fluent in the Welsh language and enjoy family life, work and leisure though the medium of Welsh. This is testimony to the importance of the language to the people of our community.

3.1.2 Employment and Income

The Welsh Index of Deprivation (WID) 2019 shows that the Ward of Llanarmon-yn-Ial/Llandegla is in the top quartile of the index in terms of employment and income.

3.1.3 Access to services

The 2019 WID also indicates that although the Ward of Llanarmon-yn-Ial/ Llandegla is not one of the more deprived areas in Wales, access to services is in the bottom quartile reflecting the dearth of services locally. Availability of housing is currently in the second quartile and a request for planning permission has been submitted for 17 new dwellings in the village.

3.1.4 Crime

Between July 2022 and July 2023 there were 37 crimes within a mile of the Sun Inn pub. This compares with the National average of 143 crimes. This data is also reflected in the 2019 WID which indicates that our area is in the upper quartile in terms of the community safety.

3.1.5 Health and well being

The health of our community is in the upper quartile.

3.1.6 Facilities and assets

The facilities in Eryrys are limited:

- Canolfan Dewi Sant is registered as a community centre and we have a long lease with the Church of Wales. The old church building was renovated following de-consecration and was opened to the public in December 2000. It serves Eryrys, Llanarmon-yn-Ial and Griaianrhyd. It has a very small kitchen area, a large main room at ground floor level with 2 smaller rooms on the first floor. Disabled access is good and there are 2 toilets. Current activities include a gardening club, a choir, yoga classes and an art club on either a weekly or monthly basis. There is also an annual pantomime and sales events throughout the year. Although the space is useful it does not have a welcoming ambience conducive to social events in comparison with the Sun Inn.
- Ysgol Bro Famau is the small local primary school with limited facilities for community events.

There are no shops in Eryrys, the closest being in Llanarmon-yn-Ial just under 2 miles away. In addition, activities for younger people are very limited and the minimal public transport means that there is a risk of isolation and loneliness for both younger and older people. This could be addressed by introducing a Wi-Fi Cafe zone outside licensed hours.

3.2 Our history and heritage

Eryrys is very proud of its history as a vibrant mining and farming community. The village and surrounding areas have the remains of old mines reflecting the importance of the mining industry. There are also several descendants of miners still living in the village and surrounding areas.

3.3 Tourism and potential customer base

The main all year round customer base will be from the village, local caravan sites and surrounding areas. This customer base has increased with the recent expansion of holiday lets in the area.

Visitors attracted to the area are making increased use of the Sun Inn's amenities. Having a pub within walking distance is very attractive to those staying in local lodges and holiday lets.

There are also many day visitors who come to enjoy the beautiful surroundings and walks. In addition there are large numbers of cyclists and motor bikers who enjoy the challenging rides the local altitude and terrain provide.

Eryrys is located close to Moel Famau, Offa's Dyke, Nercwys Forest and Loggerheads County Park. Many of these attractions also have links to the people of Liverpool because of past school trips to this area. These school trips still happen and there is much affection for this area from people in Merseyside.

3.4 Local Competition

The local pubs within a 3 miles radius are:

- The Rose and Crown, Graianrhyd, 1.5 miles away. This pub has a limited food offer but has a very loyal local following. It attracts a large number of people working locally and has a very strong early evening trade. There is little customer drift between the Rose and Crown and the Sun Inn although the Sun Inn does attract people for the Wednesday quiz evening and when the Rose and Crown is closed.
- The Raven Community Pub, Llanarmon-yn-Ial, 1.6 miles away. Again there is little drift of customers between the Raven and the Sun Inn as each captures their local community. The Raven has a restaurant and accommodation. It does not have a cafe facility.

There are several pubs 5 miles and over away but these are not seen as competition to the Sun Inn. Similarly the closest cafes are 4 miles away and even further afield.

4. Community Involvement and stakeholder engagement

There has been a huge amount of community engagement since March 2023 when the initial project to purchase the Sun Inn pub began leading to further discussions about leasing the pub in 2025/2026. The Sun Inn steering group identified that the need for continued transparent and open engagement was a priority, and since early discussions, a range activities have taken place. This engagement has become the foundation for a detailed community involvement and stakeholder engagement plan, and regular updates and open meetings, targeting specific stakeholders or general audiences has followed.

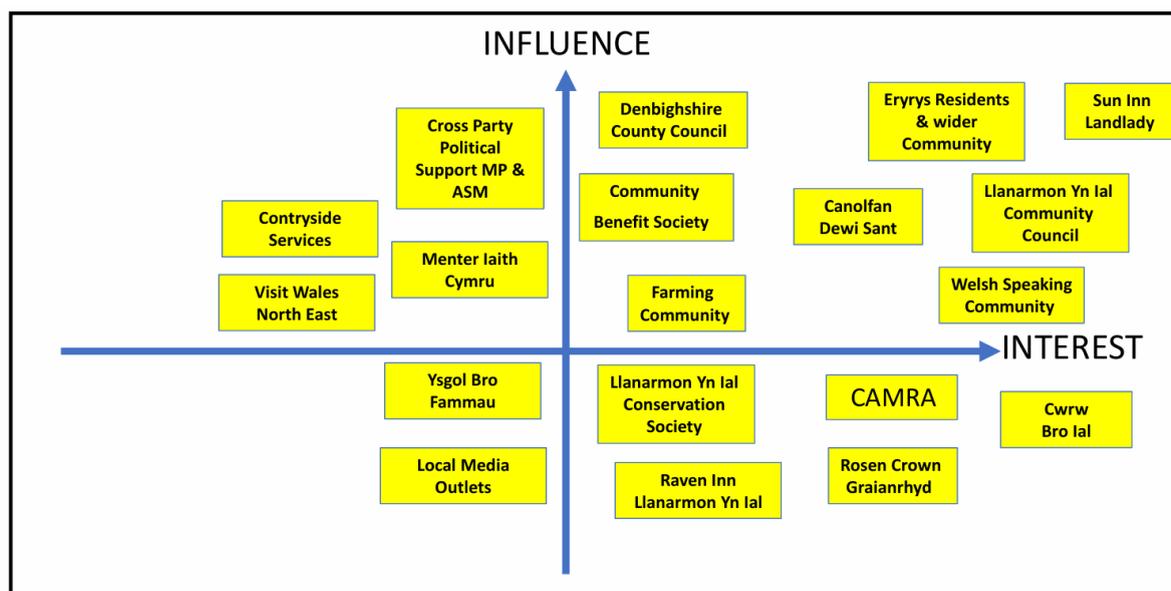
4.1 Stakeholder mapping and stakeholder management

The Sun Inn Community Pub's Management Committee is supported by a communications and engagement sub-committee with a remit for delivering proactive stakeholder engagement.

In 2023, the sub-committee carried out a detailed stakeholder mapping exercise to identify all stakeholder groups and assess them against levels of interest and influence. The map holds true for the sub-committee's activity in 2025/26.

Those stakeholders identified as key priorities were each assigned a stakeholder manager as the single point of contact. This provided a framework and assurance for the Management Committee that the right messages and engagement was taking place with the right people and groups in the right order and at the right time.

Stakeholder map -influence/interest grid



Key messages and a core script were coordinated by the sub-committee and shared widely ensuring all members of the steering group were able to input their expertise and knowledge.

From the outset the Steering Group has sought to be open and transparent about all activity and is mindful the committee's role is to represent the views of the Eryrys community.

Stakeholder support was originally identified following an open letter advising Eryrys and wider communities of the impending closure of the Sun Inn.

This was accompanied by a survey seeking to identify levels of support for running the Sun Inn as a community venture. This survey also included a request for people with specialist knowledge and support to come forward and support the planning and delivery of the project. An initial survey was circulated in March 2023 with a second survey capturing interest circulated in November 2025.

A well-attended public meeting of over 100 people followed on 19 November 2025. At this meeting an initial outline of the proposal to lease the Sun Inn for community ownership was outlined and a steering group were approved to take proposals forward.

In November a first newsletter was circulated to all households setting out initial findings from the Management Committee, and a recommendation to the community that we proceed to seek a funding package to purchase the Sun Inn for the community.

A Facebook page, Welsh/English mobile-friendly website were also established so regular updates could be posted to the community.

While the sub-committee develops the engagement activity the whole Management Committee is involved in delivering the engagement.

A second newsletter was circulated to the wider community and posted online in December 2025. This newsletter, set out details of the pledge process and options for the community to buy shares in the Sun Inn community pub.

4.2 Evidence of stakeholder support

An initial target for total pledges made was set at £20,000. Following the call for pledges this target was met and passed with a total of just over £30,000 received in a three-week window. This figure was shared with the community at an open meeting on 29 January 2026.

Engagement activity continues to remain a priority of the Management Committee.

As a key stakeholder, the owner and landlady of the Sun Inn receives regular written and verbal updates and sees all community communications before they are circulated.

In addition, the following stakeholder support has been received from key stakeholders:

Sun Inn Owner and Landlady has indicated support for the community to lease and run the Sun Inn as a community pub following her retirement.

Canolfan Dewi Sant Management Committee have expressed formal support for the community pub project and have also provided practical support including the use of the Canolfan Dewi Sant community centre for committee and public meetings. A member of the Canolfan Dewi Sant Management Committee serves on the Sun Inn Management Committee.

Llanarmon-yn-Ial/Eryrys and Graianrhyd Community Council have recorded support the community pub project. A member of the community council serves on the Sun Inn Management Committee.

Additional support has been secured from the following stakeholders:

- Darren Millar, Senedd Member for Clywd West
- Terry Mendies, Denbighshire County Councillor
- Becky Gittins, MP for Clywd East
- Welsh Speaking Community
- Local media

5. Vision of the Sun Inn Community Pub as community hub

We have referenced the experience and success of other Community Pub initiatives across the United Kingdom and have developed our thinking along similar lines because their experiences chime with ours.

We want to ensure that the Sun Inn Community Pub together with the Dewi Sant Community Centre can deliver a wide range of services and facilities for the benefit and wellbeing of the local community and visitors.

The decline of rural communities and supporting services over the years is a real threat to rural communities. The loss of our shops, post office and, potentially our local pub, puts the population of Eryrys at increasing risk of isolation. This is not acceptable. Our experience of the recent Covid pandemic graphically illustrated how people will work to support each other but they need a central focus that they can rally around. We need a hub that can provide services for the future; a warm and welcoming environment where people can continue to meet to eat, drink, socialise and work together; a cafe facility that will attract local people and welcome visitors to the area with the financial benefits that this will bring and a facility that can contribute towards a greener and cleaner environment, for example electric vehicle charging points to ensure we are still able to travel to our local towns when we need to do so.

The Welsh language is at the heart of our community with 15% of the population fluent in the Welsh language, enjoying family life, education, work and leisure through the medium of Welsh. We intend to develop and introduce a variety of activities and clubs in the Sun Inn enable all residents, both new and old Welsh speakers and learners, to expand their knowledge of Welsh culture, local history and our industrial heritage and to practise their Welsh language skills through “Club Diwylliant Y Sun” (Sun Inn Culture Club). Our aim is to enable diverse and cultural prosperity by embedding resilience in the community, fostering a vibrant Welsh culture and the use of our language for future generations.

Our club meetings will be led by local residents some of whom currently work under the Welsh education sector and /or external providers such as Urdd and Menter faith. We also have strong, deep rooted links with local Welsh schools i.e. Ysgol Terrig Treuddyn, Ysgol Maes Garmon Mold and Ysgol Bryn Hyfryd Ruthin.

Residents will be actively encouraged to take up this opportunity to use and improve their Welsh language skills in conversation with each other and with identified Welsh speakers whilst enjoying a drink or a meal.

We anticipate that the flat above the pub will be popular with walkers coming to the area. Eryrys is well placed as a base for people to visit North Wales. The flat has a separate entrance and the provision of good quality food will attract people looking for a quiet break.

5.1 Operational model

Once the lease and handover date have been agreed, the steering group will agree a transition plan with Vicky Tommy to hand over the management of the Sun Inn Pub initially to the Sun Inn Steering Group and then onto the Sun Inn Community Pub Management Committee. Members of this committee will be elected by the Members (Shareholders) at the first Annual General Meeting.

The Operational Management Sub Group will have the responsibility for the day to day operational management of the pub including carrying out the Designated Premises Supervisor (DPS) duties for the selling of alcohol. The Sub Group will report to the Management Committee

We intend to open the Sun Inn on Monday for drinks only, Wednesday and Thursday for drinks and bar snacks, Friday and Saturday for Drinks, bar snacks and meals and Sunday for drinks and Sunday lunch.

It has been agreed that the existing three part time staff currently employed at the Sun Inn will transfer to work for the Sun Inn Community Pub Ltd. In the short term, we will employ one of the current members of staff as Team Leader for 8 hours a week to undertake the purchase of food, rostering and other supervisory activities. This role will be reviewed at the end of six months. Bar service, kitchen work and waiting on will provided by the 3 paid members of staff working plus the 8 hours of the Team Leader bringing the total of paid hours to 51 hours a week.

To keep running costs to a minimum, we will recruit volunteer bar and cleaning staff and a small team to manage the cellar. This requires 41 hours of voluntary work a week. Volunteers will not be paid but we hope to recognise and reward their input by the use of Sun Inn food and drink vouchers after the first three months.

5.2 Engagement with and support of our volunteers

The public meeting held in February 2026 resulted in over 20 people signing up to volunteer across a range of activities. People felt that volunteering was a way to learn new skills, keep in touch with others and to give something back to the community.

As well as working in the pub itself in support of employed staff, individuals were interested in running a daytime café and other activities. We also have several people who have offered their skills in maintaining the fabric of the building in good order.

The volunteers will be the life blood of the Sun Inn and will ensure that there is communication and involvement with the wider community. To maintain their interest, enjoyment and commitment we will put a structure in place that will enhance their job satisfaction and personal development and retention of all volunteers. A strategy for the recruitment, development and retention of volunteers is in Table 1.

TABLE 1 – Sun Inn Volunteers Strategy

Recruitment

We will:

- Understand our potential volunteer pool
- Agree the required volunteer roles
- Identify the skills and values required
- Seek input from those speaking the Welsh language

This will be achieved by:

- Developing volunteer job descriptions
- Marketing the volunteer roles
- Appointing a Volunteer Co-ordinator
- Providing online and manual registration/application opportunities

Engagement

We will:

- Acknowledge individual skills
- Set clear and achievable goals
- Create development opportunities
- Provide training and feedback
- Recognise individual contribution

This will be achieved by:

- Ensuring the Volunteer Co-ordinator has the necessary skills
- Developing volunteer training and appraisal schemes supported by volunteer management software
- Producing a volunteer newsletter
- Engaging with the Denbighshire Voluntary Services Council

Retention

We will:

- Provide a recognition and Rewards scheme
- Ensure regular communication with each individual
- Quality assure our processes

This will be achieved by:

- Putting in place a Volunteer of the Month Award
- Regular group and individual two way feedback sessions
- Enrolling with the Investors in Volunteers Scheme

Communication

We will:

- Promote and provide volunteer information, updates on events and activities and ensure any issues or concerns are followed up

This will be achieved by:

- Establishing strong communication channels that encompass newsletters, emails, notice boards and social media websites

5.3 Benefits for our Community and Stakeholders

We strongly believe that the best way to preserve the Sun Inn in the heart of our community is to lease the pub as a Community Benefit Society. Leasing will ensure the continuation of a strong and sustainable community by providing an extended range of services that will provide many benefits to all. The proposed developments are:

- a six day hospitality service at the Sun Inn supported by volunteers to provide refreshment options to local people, visitors and community groups meeting in Canolfan Dewi Sant
- a cafe facility providing hot drinks, breakfasts and light lunch options for local people (who may feel isolated), homeworkers, walkers and cyclists
- a weekly venue for both new and old Welsh speakers and learners, to expand their knowledge of Welsh culture, local history and our industrial heritage and to practise their Welsh language skills through “Clwb Diwylliant Y Sun” (Sun Inn Culture Club).
- a refreshment facility for people accessing community advice services and social support in the community centre
- a joint venue in the annual Clwydian Creatives Art Trail following the very successful art exhibition held in the community centre in July
- an active crafts and hobbies space for adults and children to help combat loneliness and isolation that can occur in rural areas
- a centre for national and local celebrations and events such as the annual Eryrys tractor run, the local scarecrow competition, national bank holidays and Royal events
- Saturday morning drop in shop for kids providing an opportunity for local children to buy sweets, magazines and breakfast and join in a weekly gaming club

Leasing the Sun Inn will enable the community to bring together the hospitality facilities provided by the Sun Inn with the space provided by the Canolfan Dewi Sant. The community centre is adjacent to the Sun Inn. We plan to run both facilities in tandem to provide extended complementary services that are not currently available because of opening constraints under the current ownership.

We intend to source food and drink locally purchasing products from local farmers and smallholders and also to support the local microbreweries.

The running of the pub by the community will enable us to deliver this flexible and responsive strategy to improve the wellbeing and financial security for the local population. Our experience with the landlord/owner has been positive but the wider opening hours and additional services have not been forthcoming. In addition the pub has been closed when the owner is on leave. This would not happen with the staffing and volunteering solutions we have highlighted in the Operational Plan.

Leasing the Sun Inn Pub and running it as a Community Benefit Society will greatly enhance community pride in Eryrys. People are already proud of our village and beautiful surroundings and want to live in a vibrant and interesting community. The sense of achievement that a successful community action will bring will enhance this.

The sense of trust and social cohesion that will also develop from our successful campaign will bring the community closer together and individuals will gain a stronger sense of ownership and involvement in something that is really important to them. Appreciating each other's skills and attributes through working together will strengthen community resilience.

We know that rural communities sometimes have higher levels of isolation and loneliness because of isolated living and rural working. Major benefits from our extended services will be those of reducing isolation and loneliness and improving both the physical and mental health of our community. Delivering activities and events that people want to become involved with will ensure much greater social interaction between the different generations. The proposed Club Diwylliant Y Sun (Sun Inn Culture Club) led by Welsh speakers in the community and art and craft activities will appeal across a wide range of people. Loneliness can be an important cause of poor mental health and opportunities to participate in and contribute to interesting activities is known to improve both physical and mental health.

People also felt that volunteering was a way to learn new skills, keep in touch with others and to give something back to the community. We have developed the Sun Inn Volunteers Strategy (table 1 in our Business Plan) to ensure we can sustain peoples' interest and ensure everyone realises the benefits of volunteering.

The Sun Inn has provided much needed local employment for young people for decades and this work has given young people the skills to move into full time employment. We intend to continue this and recognise the benefits that such experience brings in terms of positive financial outcomes and confidence for the individuals.

6. Project Costs and Timescales

Our aspiration is to raise £30,000 to cover up front opening costs such as solicitors' fees, condition schedules, ad hoc equipment etc. and create a financial reserve to manage any unexpected, temporary downturn in business. The intention is to maintain a minimum of £22,000 in the reserve in line with the Community Business Society good practice guidelines.

Table 2: Project Costs

Up front costs - estimate

Legal fees	£2,000
Schedule of condition survey	£1,800
D&O insurance	£350
EPOS system	£1,000
Ops set up costs	£1,000
	<u>£6,150</u>

We have completed a 3 year financial forecast for the Sun Inn and after considering the experience of other successful community benefit pubs, our aim is to break even in year 1 after paying all bar and kitchen staff the national minimum wage from day one. The rate of pay will be reviewed after 6 months to see if the business can support the national living wage for workers aged over twenty.

Our intention is to reward the volunteers after the first three months of business. This will take the form of food and drink vouchers that can be exchanged at the Sun Inn. The Thank you Reward will be a £10 voucher for each 4 hour shift worked and a £5 voucher for the 2 hour shifts.

These forecasts do not include any revenue or profit from other future pub income streams such as the cafe service. The forecasts are also conservative as they do not include any further funding that may be secured once the community pub is established.

A summary of the forecast figures for the next 3 years showing the possible profits from the pub and renting out the flat are shown in Table 3.

As no final decision has yet been made as to whether we operate the flat above the pub as a holiday let or short term rental, we have assumed we will secure income for 5 months in year 1 and 7 months for the following year.

If the financial performance is above the projections, it may be possible for the shareholders to withdraw their holdings in year 4 if they wish to do so and, providing there are sufficient funds. This will be decided by the Management Committee at the end of year 3 after considering the profit for the year and the allocation of profits to future commitments.

Table 3: Three year forecast figures

THE SUN INN COMMUNITY PUB LTD													
FORECAST PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2027													
	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Total
TURNOVER													
Drink Revenue	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	111,996
Food Revenue	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,004
	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	156,000
COST OF SALES													
Wet stock purchases	3,827	3,827	3,827	3,827	3,827	3,827	3,827	3,827	3,827	3,827	3,827	3,827	45,918
Dry stock purchases	1,503	1,503	1,503	1,503	1,503	1,503	1,503	1,503	1,503	1,503	1,503	1,503	18,042
	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	5,330	63,960
GROSS PROFIT	7,670	7,670	7,670	7,670	7,670	7,670	7,670	7,670	7,670	7,670	7,670	7,670	92,040
	59.0%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%
OTHER INCOME													
Rental income	0	0	0	400	400	400	400	0	0	0	0	0	1,600
STAFF COSTS													
Staff costs - see assumptions	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	£ 3,350	40,200
Volunteer vouchers				£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	1,755
OVERHEADS													
Up front costs	6,150												
RENT	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	£ 1,833	21,996
Cellar- Heineken	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	3,000
Legal & professional fees	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	£ 219	2,628
Insurance	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	£ 285	3,420
Travel costs	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	1,896
IT, PPS, Subscriptions	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	£ 81	972
Light & Heat	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	£ 602	7,224
Rates	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	1,800
Repairs & renewals	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	1,200
Telephone	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	£ 161	1,932
Bank charges	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	£ 273	3,276
TOTAL STAFF COSTS & OVERHEADS	13,612	7,462	7,462	7,657	97,449								
NET PROFIT	(5,942)	208	208	413	413	413	413	13	13	13	13	13	(3,809)
Corporation tax	(1,129)	40	40	78	78	78	78	2	2	2	2	2	(724)
PROFIT AFTER TAX	(4,813)	168	168	335	335	335	335	11	11	11	11	11	(3,085)

THE SUN INN COMMUNITY PUB LTD**FORECAST PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2028**

	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Total
TURNOVER													
Drink Revenue	10,733	10,733	10,733	10,733	10,733	10,733	10,733	10,733	10,733	10,733	10,733	10,733	128,795
Food Revenue	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	4,217	50,605
	14,950	14,950	14,950	14,950	14,950	14,950	14,950	14,950	14,950	14,950	14,950	14,950	179,400
COST OF SALES													
Wet stock purchases	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	4,401	52,806
Dry stock purchases	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	1,729	20,748
	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	6,130	73,554
GROSS PROFIT	8,821	8,821	8,821	8,821	8,821	8,821	8,821	8,821	8,821	8,821	8,821	8,821	105,846
	59.0%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%
OTHER INCOME													
Rental income	400	400	400	400	400	400	400	0	0	0	0	0	2,800
STAFF COSTS													
Staff costs - see assumptions	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	£ 3,518	42,210
Volunteer vouchers	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	2,340
OVERHEADS													
RENT	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	£ 1,925	23,096
Cellar- Heineken	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	£ 263	3,150
Legal & professional fees	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	£ 230	2,759
Insurance	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	£ 299	3,591
Travel costs	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	£ 166	1,991
IT, PPS, Subscriptions	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	£ 85	1,021
Light & Heat	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	£ 632	7,585
Rates	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	£ 158	1,890
Repairs & renewals	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	£ 105	1,260
Telephone	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	£ 169	2,029
Bank charges	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	£ 493	5,920
TOTAL STAFF COSTS & OVERHEADS	8,237	8,237	8,237	8,237	8,237	8,237	8,237	8,237	8,237	8,237	8,237	8,237	98,842
NET PROFIT	984	984	984	984	984	984	984	584	584	584	584	584	9,804
Corporation tax	187	187	187	187	187	187	187	111	111	111	111	111	1,863
PROFIT AFTER TAX	797	797	797	797	797	797	797	473	473	473	473	473	7,942

THE SUN INN COMMUNITY PUB LTD**FORECAST PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 2029**

	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29	Mar-29	Total
TURNOVER													
Drink Revenue	12,343	12,343	12,343	12,343	12,343	12,343	12,343	12,343	12,343	12,343	12,343	12,343	148,115
Food Revenue	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	58,195
	17,193	17,193	17,193	17,193	17,193	17,193	17,193	17,193	17,193	17,193	17,193	17,193	206,310
COST OF SALES													
Wet stock purchases	5,061	5,061	5,061	5,061	5,061	5,061	5,061	5,061	5,061	5,061	5,061	5,061	60,727
Dry stock purchases	1,988	1,988	1,988	1,988	1,988	1,988	1,988	1,988	1,988	1,988	1,988	1,988	23,860
	7,049	7,049	7,049	7,049	7,049	7,049	7,049	7,049	7,049	7,049	7,049	7,049	84,587
GROSS PROFIT	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	121,723
	59.0%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%	59%
OTHER INCOME													
Rental income	400	400	400	400	400	400	400	0	0	0	0	0	2,800
STAFF COSTS													
Staff costs - see assumptions	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	£ 3,693	44,321
Volunteer vouchers	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	£ 195	2,340
OVERHEADS													
RENT	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	£ 2,021	24,251
Cellar- Heineken	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	3,308
Legal & professional fees	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	£ 241	2,897
Insurance	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	£ 314	3,771
Travel costs	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	£ 174	2,090
IT, PPS, Subscriptions	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	£ 89	1,072
Light & Heat	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	£ 664	7,964
Rates	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	£ 165	1,985
Repairs & renewals	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	£ 110	1,323
Telephone	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	£ 178	2,130
Bank charges	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	£ 518	6,216
TOTAL STAFF COSTS & OVERHEADS	8,639	8,639	8,639	8,639	8,639	8,639	8,639	8,639	8,639	8,639	8,639	8,639	103,667
NET PROFIT	1,905	1,905	1,905	1,905	1,905	1,905	1,905	1,505	1,505	1,505	1,505	1,505	20,856
Corporation tax	362	362	362	362	362	362	362	286	286	286	286	286	3,963
PROFIT AFTER TAX	1,543	1,543	1,543	1,543	1,543	1,543	1,543	1,219	1,219	1,219	1,219	1,219	16,894

7. The Business Proposition

Our core aim is to maintain the Sun Inn Pub for the benefit of the community by providing a welcoming social hub for all and employment and volunteering opportunities to bring more income into our economy. This means we have to maximise the opportunities arising from community ownership to ensure we can continue to attract more people to the Sun Inn Pub

and complementary facilities. If we are successful in this, we will ensure the viability of the Sun Inn Community Pub as a successful business.

The second aim is to let the flat as a holiday let/Airbnb generating income that will contribute towards the payment of the lease.

The investment we secure through our share offer will establish a reserve that will underpin our business and this business plan assumes that our efforts to raise sufficient funding are successful.

Our 3 year financial forecast is based on running the pub as a going food and drink concern from month 1. We will deliver the operational plan as identified in section 5 of this business plan with a mix of part time paid staff and volunteers.

The remainder of the 3 year forecast shows a slight uplift in sales each year based on extended opening hours and an increase of 10% in the footfall arising from an improved food offer and excellent food service. The running costs shown in the forecast are based on our estimate of the current running costs with small uplifts in year 2 and 3 consistent with estimated year on year inflation rises.

The staffing hours are detailed in section 5 of this plan and include three members of the current staff continuing at their current hours and rate of pay initially. We will use a mix of paid staff and volunteer help from the community in running the pub going forward. In addition we will pay for an extra 8 hours a week to one of the team who will act as Team Leader for the first six months bringing the total number of paid hours to 51 hours a week. By month 3 we will provide a voucher reward scheme for the volunteers. Our long term aim is to pay all staff and volunteers working in the Sun Inn Pub if this is financially viable.

8. Marketing and Promotion

The steering group/Management Committee will maintain a website to keep stakeholders and members of the community updated on the progression of the community pub; this includes opportunities to present progress updates to a much wider community base. All communication and stakeholder engagement is produced in both English and Welsh.

Our website has been developed to be mobile friendly. It is linked to social media platforms to extend audience reach and highlights details of the pledge process to continue to encourage further pledge donations. The website has opportunities for blogging, video logs (vlogs) and even online sales for ticketed fundraising events including advanced sales. Our website is connected to our social media platforms, beginning with our Facebook page and being followed by our Wikipedia and Instagram pages. There is the option social media and web visitors to message us via our chat function, and to join our mailing list for information and updates on the status of the community pup developments.

The marketing plan for the Sun Inn is based on 3 fundamental aims:

1. Building the customer base – increasing the number of customers using our facilities
2. Building customer loyalty – increasing the frequency that customers use our facilities

3. Building customer value – increasing the value of each visit made

The target market segments that we hope to attract through the marketing proposals are:

- local people including families,
- young people,
- long-time members of the community/older people
- school parents from Eryrys and wider community including Maeshafn Graiainrhyad and Llanarmon-yn-Ial.
- day visitors particularly walkers and cyclists, (the pub is in the heart of an Areas of Outstanding Natural Beauty (ANOB) with immediate proximity to the Clwydian Way, a myriad of footpaths and demanding cycle routes)
- Families using the pub flat or nearby holiday accommodation, lodges and caravan parks

We plan to reach our 3 fundamental marketing aims as follows:

1. **Increasing the number of customers:**

- the Sun Inn has a well-established and loyal customer base. By raising greater awareness of the new community ownership of the pub and the available facilities and the services on offer we will seek to increase the numbers of customers coming to the pub. We will do this using no cost and low cost forms of marketing and promotion with a thorough and extensive marketing campaign incorporating including:
 - Print media - articles will be placed in local print media, in the run up to the launch, including The North Wales Live, Daily Post, and local Cheshire media publications, plus others to ensure good coverage across North Wales and West Cheshire.
 - Regional broadcast media including articles placed in the Welsh language on BBC Cymru and (if possible S4C). Both these channels have large online communities to gain further interest and attention.
 - Newsletters - the committee can rely upon a team of local volunteers to carry out periodic leaflet drops to every home within the area. This will ensure a regular update about all our events and activities to all 600 plus residences in the immediate area.
 - Mailing list – The Sun Inn Community Pub website has functionality to collect email addresses for information and updates on progress made. All data collected follows the appropriate data protection guidelines, and builds and maintains awareness in events and activities and offer promotional incentives.
 - Website –our website has a message function that will feature both Welsh/English, a link to our social media pages and opportunities to build interest and tell our story

through blogs, video-logs and articles.

- Our Facebook page has been designed to be a photo-led, storytelling page keeping stakeholders up to date with events, and improving awareness by promoting sharing and 'likes'.
- Social media - will carry the same information to mirror the print media campaign, raising awareness, and targeting different demographics. This includes generating awareness and interest among a younger and more geographically diverse audience. Our Facebook page, will be joined by Instagram and Wikipedia sites and, combined with our website are the channels to reach the wider Welsh diaspora.
- Noticeboards – not all communities are online and the Management Committee communicates information through noticeboards outside the Sun Inn and also outside the Canolfan Dewi Sant to reach all members of the community.
- Working with local businesses, groups and clubs to raise awareness of the Sun Inn community project amongst their customers, users and visitors. This will be done through the attendance of business network events, leaflets/posts within local businesses and through giving talks and presentations to local groups.
- The local primary school is located within our community and offers an important marketing channel to engage parents picking up and dropping off children and our opening hours, including a possible part time café, will reflect peak pick up and drop off times.
- There are a number of holiday lets within the village and several caravan parks nearby and these will also be an important customer group from which to generate business.

2 Increasing the frequency of visitors by creating a welcoming and attractive atmosphere.

Having attracted customers through the door, our primary marketing tool is to create a great impression and build a positive reputation that encourages repeat visits, longer stays.

Our cooks and front of house team working with the Operational Management Sub Committee will regularly change the food menu and drinks offer using, where possible, locally sourced ingredients and Welsh real ales as a way of retaining customer interest, attracting repeat visits on an ongoing basis. Continuous market research will be held to ensure that the business does not out price or undervalue it's offering and ensure that its position in the market is deemed a good/suitable value for money.

Events and activities aimed at engaging all sections of the local community and visitors will be developed, including regular day and evening events for example hosting book clubs, quiz nights.

Further options include a part time cafe, parcel collection point and tie up with community events and regular club meetings held next door at the Canolfan Dewi Sant community centre, (pop up art gallery, gardening club and choir).

Additionally, we plan to hold larger one-off events such as seasonal markets, wine tastings, beer festivals and speciality evenings, in particular promoting Welsh cuisine. Each event and activity, whilst designed to meet a local community need will also increase the frequency of visitors by a wider customer base.

Promotion and loyalty cards can be used to generate interests, especially at off-peak and traditionally quiet times. The market research will help devise the timings and strategy in conjunction with the facilities staff and management to gain their feedback and knowledge on the most effective forms of promotion.

Loyalty cards offering discounts or freebies may be considered to entice users to return on a regular basis.

TripAdvisor and other online travel forums will also be used to build a customer base. We will maintain a proactive watching brief on review sites such as TripAdvisor to enable to pub management to respond to any negative reviews quickly and directly, showing the wider potential customer base that we are engaged and committed to improving services. All comments will be reviewed and where appropriate responses will be posted.

3 Increasing the value of each visit

Increasing the time spent in the community pub by increasing the amount of time spent in the facilities; people popping in for a drink may be persuaded to stay for a meal or snack by prominently displaying an eye-catching and tempting menu.

Newspapers and secondhand books could be available to encourage longer dwell times.

Good Wi-Fi connections can also encourage visitors to stay longer, particularly those who do not have access to this elsewhere e.g. tourist visitors. Ultimately creating a comfortable and pleasant environment that meets the needs of the customer will encourage longer more valuable visits.

Finally, we recognise that across all communities, facilities such as warm spaces that the pub can offer will provide a vital part of community life, creating more opportunities to bring people together, for example a part time café, during the long winter months.

9. Governance

Sun Inn Community Pub Ltd. is registered with the Financial Conduct Authority (registration number 9695) as a Community Benefit Society. The Society exists in order to carry out the business for the benefit of the community and is committed to:

- trading purely for the benefit of the community and not for any individual benefit
- retaining all profits to advance the Society's purpose

A Community Benefit Society (CBS) is the recommended model of the Co-operative Society which exists to advise communities on the purchase, leasing and running of its

assets. Sun Inn Community Pub Ltd. (SICPL) is a corporate member of the Co-operative Society.

A CBS can raise shares from the community and businesses, and each shareholder has one vote at general meetings of the CBS. This is an acknowledged democratic business model designed to maximise community inclusion and social benefit.

All members of the current steering group committee are residents of Eryrys and surrounding area.

Roger Eirian Smith MBE, MCIPD (Chair) was born and brought up in Eryrys and follows over five generations of his family who have lived in the village. A fluent Welsh speaker, he is a semi-retired freelance Human Resources Director with Board level and operational experience in strategic and commercial aspects within the aviation manufacturing and maintenance environments. He brings with him a wealth of local knowledge and passion together with extensive experience in managing a balanced portfolio within national and globally-matrixed organisational structures. In 1997 Roger was awarded an M.B.E. (Member of the British Empire) for his contribution to Industrial Relations in Wales.

Andrea Strong (Vice Chair) brings extensive Operational Management experience to the steering committee having been at the forefront of operational excellence and delivery for over 30 years. This has taken her to work in several countries including Holland, Italy and Dubai. Currently heading, as Managing Director, a national security company, she is well placed to give a business overview and commentary to help the steering committee and more importantly the local community, in their decision making on the acquisition and running of the Sun Inn Community Pub. Andrea has lived in Eryrys for 8 years together with her husband and 3 Border Terriers and loves country living and being part of the Eryrys community.

Victoria Williams (Chair of the Community Engagement and Marketing Sub Group) began her marketing, media and communication career enjoying a busy role in a regional arts venue in the Highlands of Scotland. She took up a senior communication role with a local government authority before transferring to roles with a national remit. Victoria led the internal and communications change functions for Police Scotland at the time 8 separate police forces were brought together into a single police service and was then Head of Internal Communications for the merger of NHS England and NHS Improvement. She was also Head of People Engagement and Communications for the Visas and Immigration Service at the Home Office before taking up her current role as Head of Communication and Engagement for the Government Internal Audit Agency, an at arm's length body of HM Treasury. As a new member of the Eryrys community she is in awe of the beauty of the natural surroundings and spends her spare time walking, running (slowly) and exploring the local area sites and wildlife.

Andy Bell (Chair of the Business Management Sub Group) left school in 1974 to join the emerging computer industry working for International Computers Ltd. (ICL), Barclays Bank and then the NHS writing software systems that controlled out-patient attendances and in-patient admissions. Seeking a change of career he then joined the fire service in Staffordshire where he served for 30 years. During his fire service career he established a Credit Union (a community bank) that initially served Staffordshire, Greater Manchester and Cheshire Fire Services which is now available to fire service personnel throughout the United Kingdom. Andy still works part time for the Credit Union where he is responsible for compliance, money laundering, finance and day to day office administration. He, together

with his wife Georgina also ran a narrow boat hire business and bistro in Cheshire before moving to Eryrys in 2021.

Susan Jones (Treasurer and Chair of the Operational Management Sub Group) was born and brought up in Llanarmon-Yn-Lal and moved the short distance to Graianrhyd when she married. Her family have resided in the Community for over 5 generations. She has 3 children who all attended the village playgroup followed by Llanarmon-Yn-Lal School. Sue has a lot of local knowledge and has a passion to preserve the village communities that we have. Positions held include elected Chair of the Llanarmon-Yn-Lal Community Council, Secretary and Treasurer of the Llanarmon Village Show and Treasurer of the Canolfan Dewi Sant Community Centre.

Sue has a BSc (Hons) degree in Food and Nutrition and works full time as the Technical and Development Manager for a Cheshire based Food Manufacturer, specialising in the accreditation and compliance requirements for the Food Industry. Whilst at school, University and pre-marriage Sue cooked and worked behind the bar of the Rose and Crown in Graianrhyd for over 10 years.

Gareth Williams MRICS Building Management (Chair of the Building Management Sub Group) was born in North Wales and has lived in Eryrys for 10 years together with his family. A Chartered Surveyor with over 20 years experience in both the residential and commercial sectors, Gareth currently holds an Operations Director position for a UK wide corporate residential survey and valuation business.

Simon Williams (Risk and Project Management) spent 23 year years in the army carrying out a number of operational roles, the most recent being in the construction field. He then spent 10 years in the NHS in Bristol working in Project and Facilities Management before moving to work with Aberdeen City Council as their Facilities Manager. Simon's most recent career move before retirement was to return to work in the NHS, this time in Ormskirk where he was the Facilities Manager at the local hospital. Retiring a few years ago, Simon spends his time renovating his house and garden in Eryrys, walking and jogging with his wife Victoria and playing the occasional game of badminton at Buckley Badminton Club.

Debbie Evens-Dudley (Chartered Accountant advisor) is a Chartered Accountant and Registered Auditor with more than 30 years experience. Debbie trained with Deloitte and then moved to Adidas UK where she progressed to Business Planning Manager with responsibility for strategy, forecasting etc. She then became a partner in a Manchester firm of accountants setting up and developing audit and corporate services functions. Debbie is currently a Director of a firm of Chartered Accountants. This firm performs audits and also provides general accounting support including management accounts, financial planning and forecasts, payroll services and corporation tax assistance.

Patricia Tebbutt (Governance and Management Committee Secretary) known as Trish is a retired Governance Manager who worked in the Education Assessment sector for 40 years. She has had considerable experience of working with Senior Leaders and the Board of Trustees. Trish led on the development of the governance structure for the company after its merger several years ago ensuring legislative compliance for Companies House, Charity Commission and Ofqual. She also led on the company's Modern Slavery, Bribery Fraud and Corruption policies, training and legislation.

Philip Bailey (Insurance Advisor, member of the Building Sub Group) worked in the commercial insurance sector for 48 years. From 1967 to 1994 he worked with a major insurer in Liverpool, Hull and Manchester, moving to a firm of Commercial Insurance Brokers in Birkenhead and Chester as Broker and Account Director. In 2004/5 Philip became the Regional Chairman of the British Insurance Brokers Association for Merseyside, West Cheshire, North Wales and the Isle of Man Region. Philip has lived in Eryrys for 22 years.

Catherine Beardshaw (Member of the Operational Management and Communications Sub Groups) worked in the NHS for 42 years starting out as a diagnostic radiographer after qualifying in Sheffield in 1974. She remained in clinical practice for 20 years before moving into hospital management. She obtained an MBA from Durham university in 1995 as part of an initiative to support clinical staff into management roles. Catherine moved to Leeds General Infirmary and St James University Hospital working as Business Planning Manager, General Manager and then Director of Operations. In 2006 Catherine became the Chief Executive Officer (CEO) at Warrington Hospital where she led the Trust to Foundation Trust Status. The last five years of her career were spent as CEO at Aintree University Foundation Trust where she worked closely with clinicians to provide a safe working environment for patients and staff. Catherine and her husband Ian have lived in Eryrys for 18 years with their family of cats, dogs and hens and run the Cheshire Dragons 2cv car club.

Phil Metcalfe is an Emergency Medicine doctor working for Betsi Cadwaladr University Health Board. Born in Kent Phil completed an undergraduate degree in Sport and Exercise Science at the University of Brighton before studying medicine at Norwich Medical School. After graduating he worked at Noble's Hospital on the Isle of Man before entering Emergency Medicine training in North Wales. Phil and his wife, Charlie, moved to Eryrys in 2022. Since then, both have been devoted attendees at Gwyndaf's Wednesday quiz night at the Sun Inn and have been overwhelmed by the warmth and kindness of the Eryrys community.

Annette Jones was born and grew up in Llanelli. Leaving to do a Masters Degree in Business Studies at Leicester University, Annette had a long career in financial services primarily in commercial roles with Barclays and Aviva. Annette retired to Eryrys two and a half years ago where she loves walking the hills with her husband and her little springer spaniel. Last, but not least, Annette is a Wrexham football fan and has learned the important life skills of patience and perseverance.

In line with the rules of SICPL, a Management Committee of no more than 12 members will be elected at the first general meeting of shareholders following the community leasing the Sun Inn. The Management Committee will be responsible for the governance of SICPL ensuring that the highest standards of financial management and commercial prudence are achieved in the management of the Sun Inn. The Management Committee will also support the Designated Premises Supervisor (DPS) Andrea Strong who will perform the role of the Designated Premises Supervisor (DPS) with the responsibility of running the business and authorising the sale of alcohol. The DPS will sit on the Management Committee as Vice Chair.

The Management Committee will also be responsible for managing the volunteers through the Volunteers Co-ordinator. The day to day running of the Sun Inn will be delegated to the Chair of the Operational Management sub group.

Specific members of the Management Committee will be authorised to take responsibility for matters including staffing, marketing, managing projects to expand the services provided by the Sun Inn, sustainability, communication and inclusion, grant applications and building and groundwork maintenance.

The Management Committee will be supported by five sub-committees responsible for the key areas of business:

- Operational Management
- Marketing and Communications
- Building Maintenance
- Integrating Community Facilities and Activities
- Business Management and Sustainability

These groups will support the Management Committee to ensure the declared benefits are delivered to the local community in a timely manner. Each sub-committee will develop a delivery plan and performance against this plan will be assessed on a monthly basis.

10. Risk Management

The Steering Group identified the Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T) related to the lease and running of the Sun Inn using the SWOT Analysis tool.

Strengths

1. The Sun Inn is currently operating as a going concern and has a loyal customer base within the village and surrounding area
2. There is little or no competition from pubs and cafes within a 3 mile radius
3. The co-location of the Sun Inn and the Dewi Sant community centre provides complementary space for a wide range of indoor and outdoor community events
4. Massive support for Sun Inn Community Pub Ltd. from the local community as evidenced by the response to the questionnaire and public meeting
5. The community shareholder approach will encourage local people to use and support the facility
6. The excellent location within the village means people can walk to the pub
7. A popular location for walkers, cyclists and bikers who come to enjoy Bryn Alyn limestone pavement, the Clwydian Way footpaths, Offa's Dyke and Nercwys Forest
8. The Community Benefit Society will not be tied to any breweries thereby providing opportunities to negotiate the best deals possible for food and drink
9. Members of the local community have experience in running activities in the Dewi Sant community centre
10. There is a longstanding history of village involvement in fundraising events. The Sun Inn together with members of the community have raised over £35,000 for cancer charities over the last few years
11. The village school received an excellent report following the last Estyn inspection
12. The Sun Inn has been open for over 200 years and is regarded with affection by the local community

Weaknesses

1. The Sun Inn has no room for expansion
2. The public transport to the village is poor
3. There is limited parking in the village centre
4. Opening hours are limited under the current ownership

Opportunities

1. Stabilise and expand the current opening hours to capture more custom
2. Offer a wider range of services in conjunction with the Dewi Sant community centre
3. To satisfy the demand in the area for excellent food and drink including the cafe/breakfast offer
4. Develop a new customer base including home workers, small businesses and people interested in sampling locally sourced food and drink
5. Expand the offer to tourists thereby supporting other local businesses
6. Involve the customers and the wider community in village life by organising events and providing employment and volunteering opportunities
7. Celebrate the mining and farming industries bringing to the fore Eryrys's history
8. Continue to improve the fabric, Wi-Fi connectivity and decor of the Sun Inn to ensure it is attractive to customers and provides a warm and safe space for all
9. Promote the use of the Welsh language in the village by introducing Clwb Diwylliant Y Sun (Sun Inn Culture Club)
10. Use local produce and promote local suppliers
11. Appoint an experienced chef/cook and staff to provide excellent customer service

Threats

1. Diminishing community interest and support
2. Failure to recruit and retain high quality staff and volunteers
3. Negative changes in the external environment such as increasing economic volatility, the rise of unexpected competition etc
4. A lack of interest in the share offer
5. The inability to repay lenders
6. Failure to achieve and maintain a correct balance between quality/value/profit
7. Potential for operating costs to increase when disposable income may be limited
8. Increased competition from local pubs within driving distance: the Raven at Llanarmon-yn-Ial, the Rose and Crown at Graianrhyd and the Miners Arms at Maeshafn.

Responding to the risks

We will build on our strengths and take advantage of the opportunities arising from the SWOT analysis. We will reduce and manage our weaknesses and threats through the following measures:

People risk - in order to avoid our local community losing interest, we will ensure that the high quality food and drink and ambience in the pub attracts increasing numbers of people. The positive experience of the volunteers and their families will ensure that their commitment is secured. We will also continue our marketing and public relations campaigns to keep our community and those of the surrounding areas up to date with

events at the Sun Inn such as the cafe and breakfast service, pub quiz night and daytime events.

Staff risks - recognising the difficulties in recruiting hospitality staff we will build on the skills and experience of the current staff and steering group members.

Financial risks - the key financial risk associated with the leasing and running of the Sun Inn Community Pub is that insufficient trading income is made from the pub and flat rental to cover the operational costs.

The newly appointed Management committee will regularly monitor the financial situation and take early corrective action to mitigate any Further risk. Any surplus will be ploughed back into the financial reserve and further fund raising will be pursued.

Building risks - the Sun Inn is an aged property and as such carries heightened maintenance and repair liabilities consistent with any property of this era.

Under the negotiated lease, the structural repairs will be carried out by the owner of the property. The Community Benefit Society will be responsible wear and tear arising from the use of the pub and flat. A schedule of condition will be carried out before the CBS takes on the lease.

The Building Management Sub Committee has the professional experience and expertise to plan, execute and deliver the required on-going maintenance programme and several people have volunteered to work in this area.

11.Conclusions

This is an exciting opportunity to lease and run the long established and cherished hub of the Eryrys community, the Sun Inn. The threat that we might lose the Sun Inn Pub has bought the community together in a way we have not experienced for many years.

We have discovered a wealth of talent and experience within our local population across the range of activities we have carried out during the early stages of planning and procurement. We will continue to use these skills in the management and running of the Sun Inn Community Pub Ltd. Those skills include:

- Community Engagement and Communication
- Finance, Risk Management and Business Planning
- Building Management
- Hospitality Operational Management experience
- People Management
- Local knowledge and Welsh Culture

More important is the energy and willingness of local people to give up their time to volunteer and support this endeavour either financially or by volunteering their time.

The main drive of our work is to ensure the Sun Inn Community Pub, together with Canolfan Dewi Sant becomes a sustainable, safe, warm and welcoming hub in Eryrys to prevent isolation and improve wellbeing of people living in this small community.